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DTR-6147

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CENTRAL INTELLIGENCE AGENCY

MANAGEMENT ADVISORY GROUP

25 March 1971

MEMORANDUM FOR: The Executive Director

SUBJECT: Recommendation that the CT Program Be Re-examined

MAG thinks there is good evidence that the CT Program may have outlived its usefulness.

Two years ago a panel of senior CS officers unanimously concluded that the CT program was too seldom producing the sort of officer needed by the CS. CT selection standards emphasized academic excellence; the CS wanted operational acumen. The CT program was producing a bureaucratic elite; the CS wanted case officers. Last fall several divisions in the CS offered to forego their "CT quotas" in exchange for freedom to hire directly themselves an equivalent number of new officers off the street.

Several years ago the CT program was training 225 officers annually and was the "normal" route in for new officers. Today it is inducting fewer than 50 officers yearly, far fewer than are hired directly or promoted from the ranks to professional status. The danger of elitism, always present in the CT program, has been considerably heightened. Disgruntlement is atypically high among CT's and resignations frequent; the feeling of being among the chosen leads to exaggerated expectations and subsequent disillusionment. Many CT's expect quick advancement and good assignments simply because "they are superior."

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The shrunken CT program leaves us with an expansive and expensive training facility and an instructor-to-student ratio that exceeds 3:1.

To witness ennui at its acme, one need only address a CT class in the final week or two of their year-long training. This heavy "front-end loading" of CIA training violates sound learning principles. Compare the State Department's carefully considered proposals in "Diplomacy for the Seventies" for periodic training ties to level of responsibility and next job assignment.

OTR's staff and schedule is virtually enslaved to the CTP cycle. OTR was established to serve the Agency's total training needs yet finds it difficult to meet specific training requirements because it is committed to a fixed schedule for 50 CT's a year.

CT selection standards have varied widely with the availability of candidates. The July 1971 CT course will include several internal nominees who were rejected twice previously for CT status in days of easier outside recruitment. It will also include several internals for whom the CT training will be largely redundant but for whom the CT route is one of the few doors left open to staff status in these days of tight T/O's.

In these times of restricted hiring when obtaining quality new blood is at a premium, it seems contradictory to allow the CTP first pick of all applicant write-ins and the consequent ability to determine what sort of case officers DDP will get and what kind of analyst DDI may acquire. With so few to be hired, might not the hiring decisions best be shared with the officers most directly affected?

MAG would like to see hiring decisions decentralized and shared with the directorates, and training, save for a brief orientation course, tied to job progression in each career service.

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Remarks:

I should like to give MAG a reaction to the attached by 8 April. Please let me have your views.

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[redacted]

LKW

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